

INNOVATIVE WORKPLACES IN THE UNITED STATES: NO SHORTAGE OF GOOD IDEAS

Introduction

Rapidly changing and complex challenges—customer demands, technological advances, global competition, redefined workforce values, increasing government rules and regulations—make staying ahead in today's work world and planning for tomorrow's a daunting task. Many successful organizations have confronted these challenges by evaluating their internal operations and redefining their relationships with their employees and customers. The new successful business structures are characterized by a flattened management structure coupled with employee empowerment and teamwork.

Chairman Hoekstra and the AWP staff visited a number of innovative workplaces ranging from high-tech companies to textile mills. Summaries of the roundtable discussions are attached as Appendix 3. These examples illustrate a few of the ways employees and employers are creating challenging and competitive work environments that will lead into the next century.

Microsoft

Recently rated as the second-most admired American company by *Fortune Magazine*,¹ Microsoft is an international company with 27,320 employees. Microsoft's compensation is industry competitive and incentive driven, with salaries that may include bonuses, merit increases and employee stock purchase options. In addition to an individualized benefits package, Microsoft offers a Savings Plus 401K Plan, to which 15 percent of pre-tax salary can be deferred with Microsoft matching 50 cents of every dollar. Loan provisions for short-term needs are available as well as up to \$5000 in adoption assistance, paid infant care leave, tuition assistance for qualified work-related university courses, ergonomic consultations for a healthy work environment, and a gifts program that matches an employee's charitable contributions up to \$12,000 a year.² The company provided nearly \$45 million in cash and software in 1996 to universities and colleges, including more than \$10 million to the community colleges of Washington State, as well as funding a Libraries Online program, in which computers, cash and software have helped to link 215 branches from 41 public library systems to the Internet.³

Perception Kayak

Easley, South Carolina is the site of the world headquarters of Perception Kayak. Started in the backyard of its founder, this world-class kayak manufacturing facility had a 38 percent market share and more than \$25 million in sales before it was sold in June 1998.⁴ The company prides itself on the "spirit of the company's community." Work-related goals and problems such as on-the-job training and flexible work schedules are decided by consensus among the employees and management. When the firm continued to suffer from problems with employee theft and unethical employee behavior, the CEO established the "Perception Code of Honor." Although forty percent of the staff left Perception left the company within 12 months of the

Code's establishment, the remaining staff and the new hires have restored the original company's integrity.

Hewlett-Packard Company

Hewlett-Packard Company (HP) designs, manufactures and services more than 25,000 electronic products and systems for measurement, computing and communication used by people throughout the world in industry, business, engineering, science, medicine and education. In 1998 HP was rated as the 10th-best company to work for in America by Fortune Magazine.⁵ The company's 1940 Christmas bonus later evolved into a production bonus, and eventually into a profit-sharing plan. The company philosophy, the "HP Way," includes trust and respect, a high level of achievement, integrity, teamwork, flexibility and innovation.

Intel Corporation

Intel continues to expand as a global company with 65,000 employees in 40 nations. Intel rated 32nd in Fortune's list of the 100 best companies to work for in America.⁶ Intel's Total Compensation (T-Comp) philosophy adds profit sharing, group performance bonuses, and stock plans to base pay and benefits. Every seven years, all regular full-time employees in the U.S. are entitled to an eight-week sabbatical leave with pay, in addition to normal vacation and personal time off. In 1996 Intel became the prime sponsor of the International Science and Engineering Fair, the world's only international high school science competition. Additionally, Intel and its foundation contributed more than \$93 million to K-12 and higher education programs in 1997. Most Intel sites have employee resource centers that deliver information, training, resources and tools for continuous learning. Additionally training is delivered through Intel University. Intel University offers 3,200 courses, and on average, 52,000 employees attend some type of training each month.⁷ Growth and development are also promoted through tuition reimbursement for degree programs.

The company policy of announcing all vacant positions to current personnel allows anyone who meets the employment criteria to apply for open positions. Additionally, Intel moves employees from declining business areas to areas of increasing business opportunities. Career development counseling and funding for training and relocation are available to assist the employees in making a successful transition.

Delta Mills Marketing Company: Beattie and Furman Plants

Delta Mills Marketing Company is a division of Delta Woodside Industries, Inc. headquartered in Greenville, South Carolina. When the Beattie Plant was built in 1962, it was a modern print cloth manufacturer whose process went from bales of cotton to spun yarn to woven fabric. The initial cost of the plant and all equipment was \$12 million. By the 1990's as market demands changed and global competition affected its bottom line, the company had to modernize or close the plant. The resulting renovation cost over \$60 million.

Rather than close the entire plant and put everyone out of work during the reconstruction, Delta Mills built a wall down the center of the old plant. Equipment was removed from the front half while remaining employees were sent to the back half to continue running the old equipment and to produce print cloth. New machinery was installed in the front half and the employees were moved from the old areas to the new. The new plant features the latest in equipment, waste control systems, and energy conservation. By replacing the 1,194 old looms with 221 new ones, the number of pounds of fabric produced per employee has doubled and the pounds of spun yarn per employee have almost tripled.

All employees, no matter what their previous job, had to be retrained to use machinery. Managers and technicians went through the new training processes side-by-side, with all helping each other. The joint training sessions fostered open communication and mutual cooperation among all employees of the plant. An outgrowth of the joint training sessions was a policy where questions and suggestions from staff are encouraged and respected. Morale is higher than it has ever been. One employee commented, "Now, this textile workplace requires less physical work. Employees use their backs less and their minds more."

International Business Machines: Atlanta Sales Center

Chairman Hoekstra, Representatives Nathan Deal, and Robert Scott toured the IBM Sales Center in Atlanta, Georgia in January 1998. In 1996, IBM made a decision to consolidate all of its sales centers in North America into three mega-centers in order to extend the reach and level of service to its customers and increase competitiveness. There are now 900 work areas arranged in workgroups, or "pods," with the manager and team leader located in glass-enclosed work areas in the center of each pod, surrounded by 14 sales center representatives. This arrangement facilitates better face-to-face communication and teamwork. Each employee uses high-performance equipment supplemented by high-speed printers and faxes and the highest quality telephone equipment. Specialized databases and reports give employees quick access to customer records and operational information. Because the manager sits in the center of the pod and is always available to answer questions or to help close the sale, the sales representative has immediate help for any problem or concern. The customer gets answers to questions or a decision without delay. Each team consists of industry, product and services specialists, so that no matter what the customer needs, the expert is close by. The sales employees also identify and qualify new sales leads which are then passed on to the appropriate sales representative.

The Fleet Financial Group/The Radcliffe Public Policy Institute

Fleet Financial Group is an \$83.6 billion diversified financial services company. In collaboration with the Radcliffe Public Policy Institute, Fleet is working to identify innovative ways to reorganize work to improve business goals and enhance the lives of employees. Employee-centered programs established at Fleet include mentoring programs, manager coaching, training and development, volunteer days, and wellness programs.

At the Framingham site, employees identified their primary sources of 'worklife' stress. Of these, they chose three initiatives for study and eventual implementation. They were 1) re-deploying administrative tasks from the underwriters; 2) modifying the method of assigning credit applications to underwriters; 3) telecommuting. The employees then identified 50 recommendations for minimizing their stress while increasing their productivity at work. More than 30 of the recommendations have been adopted successfully during the implementation phase of the project. As a result, morale has improved and productivity has increased by 30 percent with fewer people doing the work.

At the Providence site, the employees identified the primary sources of worklife stress as the integration of accounting and computer systems of recently acquired banks and the growing demands within the bank for faster, more sophisticated financial reporting. They selected 'flex time' and 'telecommuting' as two initiatives for further study, development and implementation. This group also made 50 recommendations utilizing these concepts for improving productivity and reducing stress. Since this was not a self-contained unit, all changes had to meet the needs of other units they worked with in the bank.

Many of the employees have more sophisticated computer equipment at home than is available at the bank, so the company connected home equipment to the office systems. When the bank's computer system crashed, these employees were able to successfully complete their work at home. The group developed system so that the person working at home could call a "buddy" at work for necessary technical information, and used a questionnaire to better determine the needs of internal customers. As a result of these efforts, workplace frenzy is reduced, and team members are providing more accurate reports in less time. Employees gained a heightened sense of control over their work. Participants rated flex-time working arrangements highly and agreed that they had a positive effect during a three-month period of heavy work responsibilities. In addition, employees working outside the group reported a noticeable improvement in the group's morale.

AT&T Corporation

AT&T Corporation is one of the world's foremost communications and information services companies, serving more than 90 million consumer and business customers. To compete in an era of continuing technological advances and global competition, the company has developed the Workforce 21 program. At the core of Workforce 21 is a "knowledge center" of employees who can move from job-to-job within AT&T as needed. Over time, the company expects that there will be fewer employees in permanent positions, and the majority of its workers will move in and out of business units as necessary. Naturally, an important component of this program is the identification and development of competencies and skills, as AT&T estimates that 60 percent of the jobs that will be created between now and the year 2010 have not been designed yet. Workforce 21 requires continuous learning and continued investment in people. It also requires the company to change its culture from hierarchical to a culture where value and security are tied to individual skills and competencies. In addition, AT&T is designing compensation and benefit plans to be flexible, attractive, and portable. Benefit plans will meet individuals' needs and will be tied to the success of the business.

IPSCO Steel Inc., Montpelier, Iowa

IPSCO Steel is a subsidiary of IPSCO Inc. headquartered in Regina, Saskatchewan, Canada. In 1997, the company began operation of a new plate mill facility in Montpelier, Iowa, which produces 1 million to 1.5 million tons of plate steel and coils per year at less than half a man-hour per ton. This plant is the first new plate mill to start up in the U.S. since the 1960s.⁸

When the company selected the Montpelier site for its new plant, it worked with all the community colleges in the area to develop courses in metallurgy, motors, mechanics, hydraulics, electrical engineering and other courses that lead to an associate degree. The company pays tuition, books, and fees for employees working towards degrees, and increases base pay for those who complete two and four year degrees. Employees also receive additional pay for developing the skills required to perform different jobs on their teams.

IPSCO uses self-directed teams to handle all the production at the plant. Senior Vice President/Chief Personnel Officer Robert Rzonca commented, "The uniqueness of this work force [sic] is that there is only one level between the workers and the president or vice-president level and that is the one superintendent." All employees including the president have a locker in the same locker room. The performance portion of a paycheck depends on four categories: safety (teams do their own safety and housekeeping tours), productivity, profitability, and yield. Production bonuses can equal as much as 150 percent of base pay. IPSCO also offers overtime pay, profit sharing plans or the 401k plan.⁹ In order to save labor costs and provide flexibility, the company uses contractors to perform support functions such as water treatment, warehousing, and janitorial and food services. "We contracted out everything not directly involved with making steel," says Joe Russo, president.¹⁰ The number of contractors' employees at the plant roughly equals the number of IPSCO employees.¹¹

TDIndustries

TDIndustries is an employee-owned construction and service company which has provided mechanical, refrigeration, electrical, plumbing, building control, and energy services to customers throughout the southwestern United States for more than 50 years. All stock is in the hands of its 977 employees, who are referred to as "partners".¹² A monthly meeting informs partners of the financial status of the company. There are no private offices or privileges of rank and most work is accomplished through quality work teams. Supervisors receive a confidential evaluation from the partners on their teams. One key element of success is focus on customer expectations and needs; another is the philosophy of continuous improvement. All partners are asked to take 32 hours a year in continuing education and training courses at company expense. Those partners who take more than 32 hours of training are rewarded with an extra day of vacation time.

Enron

Enron owns approximately \$23 billion in energy assets, produces electricity and natural gas, develops, constructs and operates energy facilities worldwide and delivers physical commodities, risk management, and financial services to its customers. The company refers to itself as a “laboratory for innovation.”¹³ Performance-based pay encourages an entrepreneurial spirit; additionally, every employee owns stock through the Enron Stock Ownership Plan and Savings Plan. Kenneth Lay, Enron’s chairman and CEO summed up the company’s philosophy when he said, “over the years,...I have learned that a lot of things that initially looked to me to be unreachable, undoable, or maybe even unwise turned out to be brilliant. The point is if you start shutting down some of these ideas early on, well then, your employees won’t come to you at all.”¹⁴

Education is one of three areas which fosters an environment of loyalty and creativity. In addition to reimbursing employees for 90 percent of their education costs, Enron has developed several internal training programs for employees to develop and improve core skills. The second area of focus is employee benefits. Employees choose from a menu of choices to design their own tailored benefit programs. The third focus of Enron’s employee program is employee morale. The company’s chairman and president personally review and respond to all e-mails and voice mails regarding both new ideas and complaints. Open question and answer sessions, employee/executive floor meetings, company newsletters, and off-site management seminars foster open communication between management and the workforce. In addition, Enron’s facilities include a medical doctor, workout facility, cafeteria, general store and concierge service.

Fluke Corporation

Fluke Corporation manufactures, distributes and services electronic test tools throughout the world. In 1991, Fluke formed a task force, which continues to look for ways to provide a better work-life balance for employees. Fluke’s policies and programs address the personal-life needs of its employees including: various leaves of absence, flexible start times, consulting nurse services, a 125k plan, a 401k plan, 100 percent tuition reimbursement, scholarships for children of Fluke employees, biannual employee surveys, and the use of accrued sick leave for the care of family members. Additional programs include: day-care discounts, child-care and elder-care resource and referral services, forums for employees and family members on topics from financial planning to educational concerns, and much more.

The company encourages continuing education, as well as membership in professional associations, attendance at conferences and educational training to help employees stay current in their fields. When possible, the company assigns employees to cross-functional teams and lateral job assignments across the organization. Custom training is offered to meet specific needs, as is career development counseling. Award programs for both individual and team include cash or restricted stock prizes. Twice a year, Fluke distributes profit-sharing funds to all employees. In December 1997, employees in the U.S. and Canada received a profit-sharing bonus equal to 67 hours of pay for each employee. Bill Parzybok, chairman and CEO said, “Fluke’s profit-sharing plan fulfills two important missions in our corporate philosophy. It creates a work environment where our employees can truly share in the company’s success, and

it provides value to our shareholders by giving our employees incentive to profitably grow the business and expand our markets.”¹⁵

I/N Tek and I/N Kote

I/N Tek and I/N Kote is a manufacturing plant that produces zinc-and zinc alloy-coated steel sheets. Located in New Carlisle, Indiana, the plant uses a new computerized process, which has reduced the entire five-step cold-rolling process from 12 days to less than one hour. Both the union and management realized that the state-of-the art technology used in the continuous cold mill and continuous coating lines required a new approach to the allocation of tasks. The Collective Bargaining Agreement (Agreement) between the union and management creates an opportunity for full employee participation in decision-making concerning the production process and in a new form of industrial self-governance. The Agreement specifically states, “There shall be no distinction in treatment with respect to such matters as: methods and timing of pay, common dining facilities, common open parking, similarity in design of work apparel, the absence of time clocks, and other working conditions.”

Self-directed teams rely on group consensus to arrive at decisions regarding assigned tasks and responsibilities. These teams share responsibility with management in training the teams, understanding the process, and evaluating member performance. John Rausch, President , Local 9231, United Steel Workers of America, commented, “At any point, you can walk through our facility, any time of day or night, and whichever team is producing in the plant, they can tell you who the customer is, they can tell you the quality requirements of that particular coil of steel and the end use of that coil, whether it is an internal component in a Ford motor car or the wrapper on an Amana refrigerator.”¹⁶

In order to provide team members with real, hands-on operation experience on the new equipment, more than 250 team members traveled to Japan and Austria. Rausch thinks the key to their success has been the team training.¹⁷ Teams had to coordinate their logistics, plan their training in a foreign country, and cooperate with foreign workers and managers. The training continues in the United States where team members spend more than 100 hours per year in training. The change in culture has reduced the number of supervisors and union-represented workers are managing their part of the business. The basic bargain is that management now more fully addresses issues that traditionally have been the union’s concern, such as employment security and quality of work-life. In exchange, the union-represented workers now take more responsibility for issues that used to be management’s domain: boosting productivity and quality.¹⁸ “The employees have a clear vision both of where they are going and the obstacles they must overcome to get there – and feel free to talk openly about both.”¹⁹

GTE Corporation

GTE is one of the world's largest telecommunications companies and a leading provider of integrated telecommunications services. GTE has many of the worker-friendly, innovative programs that have previously been discussed in this report. Additionally, GTE is the only major national corporation that maintains a community economic development (CED) program as a part of its business. Today, GTE has 12 regional CED managers and three national executives conducting community economic development in 28 states. Over the last three years, GTE has facilitated the creation of more than 30,000 jobs annually in 500 communities.

The CED program is composed of five related programs that encourage community economic development. The "Region of Choice" program creates a business attraction strategy for communities. The second program involves a partnership with the U.S. Small Business Administration (SBA) and the National Association of Development Companies to promote the SBA 504 finance program to small business. In the third program, GTE serves as a charter member of the Online Women's Business Center in which women-owned businesses can access business information through the Internet. The fourth economic development program promotes "back office" (as opposed to front office) and information-intensive industries to communities as a means to diversify their economies and create jobs. Lastly, GTE helps communities organize all sectors (education, government, healthcare, large and small business, etc.) to develop an integrated planning document that catalogs its resources and evaluates community assets.

ServiceMaster Corporation

ServiceMaster has grown into a \$4.5 billion, Fortune 500 company that serves more than nine million customers in more than 30 countries. The firm includes: Tru-Green-ChemLawn (Lawn care), Terminix (pest control), Merry Maids (residential cleaning), and American Home Shield (home warranty services). C. William Pollard, chairman of ServiceMaster, testified before the Subcommittee in June, 1998.

ServiceMaster has an aggressive policy of promoting from within, consequently, 60 percent of the officers and senior managers started with the company in entry-level positions.²⁰ Twenty percent of the company, worth approximately \$1 billion, is owned by the employees.²¹ Mr. Pollard reflects the firm's philosophy when he says, "Any work can be categorized as either drudgery or creative. A given task or job, no matter how mundane, is not determinative. The difference is to be found in the soul or spiritual side of the person doing the task. It is that part of our being that seeks a meaning for life and work. As a person sees a reason for the task that is personally satisfying and rewarding and has the confidence that the mission of the firm is in alignment with his or her own personal growth and development, a powerful force is unleashed that results in creativity, productivity, service, quality, growth, profit, and value."²² At ServiceMaster, employees not only work for a living, they work for a cause.²³

City of Indianapolis and the American Federation of State, County and Municipal Employees

“Public employees are an easy scapegoat, but when union workers are given the freedom to put their own ideas into action, they can be as innovative, effective, and cost-conscious as their private-sector counterparts – and they can prove it in the marketplace.”

Mayor Stephen Goldsmith²⁴

“Truly redesigning government requires policymakers and the unions and their members to break with the past and work constructively together to improve the efficiency and effectiveness of public services.”

Gerald McEntee, International President, AFSCME.²⁵

Indianapolis is the 12th largest city in the U.S., with a population in the metropolitan area of more than 1.4 million. AFSCME is the third largest public employee and health care workers union in the U.S. with more than 1.3 million members. Mayor Goldsmith won his election as mayor in 1992 on a platform of privatizing city services in order to improve these services and save money. After personally working in various city-service jobs for several weeks, Goldsmith generally abandoned his privatization plan²⁶ and replaced it with competition.²⁷ “Privatization assumes that the public employees are inherently inferior. Competition assumes that the public systems are inherently inferior – at least as we currently operate it,” he said.²⁸

Indianapolis adopted a model of competition between private firms and public employees. The competition initiative currently bids out 80 city services that have generated combined savings of approximately \$400 million. The AFSCME workers more frequently than not have won the bids. As the competitive process unfolded, both Goldsmith and the workers realized that city government was overloaded with middle managers that were not adding significant value to the workers they were supervising. For instance, in the street-repair division of 94 workers, there were 32 politically appointed supervisors.²⁹ Through attrition, transfers, and retirements, the number of managers has been dramatically reduced, while the productivity of the line workers has increased.

Faced with the opportunity to compete, Indianapolis Fleet Services (IFS) streamlined its operation, upgraded its efficiency, and improved its customer relations. Instead of working under foremen, the mechanics operate in self-managed teams. The teams rotate cleanup chores, eliminating the need for additional janitorial services. From 1991 to 1994, the agency reduced its annual budget from \$11.1 million to \$9.1 million and reduced its workforce by 29 percent. “Once again, we found that most waste came from management, not workers,” said Mayor Goldsmith.³⁰ In their bid, IFS workers agreed to forgo the pay raises previously negotiated by their union in exchange for a plan that would pay them more for generating savings beyond those specified in their proposal. Any additional savings achieved by the IFS during the four-year agreement would be split between the city and the IFS workers. Pay raises would be strictly tied to performance. The union workers won the contract. The incentives have worked and the first-year savings earned the average worker approximately \$800 in incentive pay. Grievances are down by 90 percent. Additionally, workers’ compensation claims dropped dramatically. The IFS union workers have developed such a positive reputation for efficient, quality service that they now serve customers from throughout the region. The income produces revenue for the city and increases incentive pay for the workers.³¹

Indianapolis can share more examples of how the city workforce successfully competes for city contracts. Goldsmith commented, “Public employees in Indianapolis were not failing because they were unionized – they were failing because they were monopolized.”³² In his testimony before the Subcommittee, he added, “Government had to change the way it operates in order to insert this system. Not only in terms of measuring performance or rewarding performance, but in terms of the way it handles its authority as an employer. This top down, control and command authority that states, cities and the federal government use is not reasonably calculated to produce a workforce that makes sense. Job classifications have to change. Pay systems have to be changed. Purchasing systems have to change.”³³ McEntee stressed in his testimony, “Truly redesigning government requires policymakers and the unions and their members to break with the past and work constructively together to improve efficiency and effectiveness of public services.”³⁴

Local #6, Service Employees International Union and the King County Department of Natural Resources, Wastewater Treatment Division

King County’s Wastewater Treatment Division (WTD) provides wholesale wastewater treatment service to 35 cities and local sewer districts serving 1.2 million customers near Seattle, Washington. Local 6 of the Service Employees International Union (SEIU) represents 230 employees at the treatment plants. In partnership with the union, WTD initiated an employee involvement process in 1990 to prepare for future challenges related to the capital facility improvement program. As a result, business teams were established to involve employees along with their supervisors in running their own part of the business.³⁵

The Wastewater Treatment Division’s Gainsharing Program is a performance-based team incentive plan that links compensation with business improvements through employee involvement.³⁶ To date, the program has paid approximately 50 cents per hour to employees, saved \$1.5 million directly, and avoided an additional \$3.6 million in costs for ratepayers.³⁷ As part of the 1998 contract negotiations, WTD management and Local 6 proposed an additional gainsharing program pay-out that recaptures some of the permanent savings previously allocated only to the ratepayers and shares them with the employees.

City of Fort Lauderdale, Florida and AFSCME Local 532

The City of Fort Lauderdale, Florida, experienced reduced budgets during the early 1990s that required the general bargaining unit to reduce its workforce from 1,300 to 940 employees. In 1993 there was an actual layoff. In late 1993, during contract negotiations, the City of Fort Lauderdale and AFSCME Local 532 agreed they needed a new way of doing business in an environment of flat revenues and increasing customer demands. The parties established a labor/management committee to promote understanding and cooperation. The committee was named CALM, which stands for Cooperative Association of Labor and Management.

In five years, CALM has saved taxpayers more than \$4 million, and increased morale, teamwork and customer satisfaction.³⁸ According to employees in departments across the city -- including Parks, Beaches, Jails, and Communications - CALM is giving workers a voice in how their jobs are performed.³⁹ CALM’s philosophy statement says: “CALM is a philosophy; a way

of doing business which is based on a number of beliefs, or values. And it is in the actions, reflective of those beliefs or values, that CALM becomes real.” The CALM Steering Committee is composed of an equal number of labor and management representatives from all levels within the organizations and it takes all action using consensus. Other than the responsibilities of the co-chairs, there is no seniority on the committee, and each member has an equal vote on every issue.

Findings and Recommendations

These innovative organizations all understand that their success depends on the quality of their employees. These companies know that good employees often translate into good service and products, resulting in satisfied customers. There is no one-size-fits-all approach to cultivating a quality workforce. Each has its own unique practices that it believes works best for its workers.

It is incumbent upon all government entities to develop a framework of workplace law that is flexible and accommodating to private sector innovative practices. In the long run, these practices benefit not just the companies that institute them, but the employees who work at them, and the customers who purchase products or services from them.

¹ Thomas Stewart, *America's Most Admired Companies: Why Leadership Matters*, FORTUNE, March 2, 1998.

² *The Benefits of Knowing Microsoft: Beyond the Paycheck*, Microsoft Job Search, www.microsoft.com/jobs/benefits.htm, 1998.

³ Microsoft Corporate Profile, pg. 2

⁴ Joe Bousquin, *Calmer Waters? Buyout Reunites Rival Kayakers*, THE WALL STREET JOURNAL, Aug. 5, 1998.

⁵ Robert Levering.

⁶ Robert Levering and Milton Moskowitz.

⁷ *Growth and Development*, JOBS AT INTEL – A WORKPLACE OF CHOICE, <http://intel.com/intel/oppty/why/workplace/growth.htm>, 1998.

⁸ Bryan Berry, *In-Line Rolling in Iowa*, NEW STEEL, March 1998, pg. 56.

⁹ Wallace D. Huskonen, *IPSCO Steel Aims to Set New Standards for Plate*, 33 METAL PRODUCING, April 1998, p.74.

¹⁰ Bryan Berry, *In-Line Rolling in Iowa*, NEW STEEL, March 1998, pg. 57.

¹¹ Id.

¹² Robert Levering and Milton Moskowitz,, p. 84.

¹³ ENRON, <http://www.enron.com/vision/main.html>, 1998.

¹⁴ *Innovative Workplaces For The Future, Hearing before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 13 (1998) (Statement of Beth Tilney, Senior Vice President for Advertising, Communications and Organization of Enron).

¹⁵ Gary V. Ball, *Fluke Pays Profit Sharing Bonus of \$2.3 Million To Its Employees*, Dec. 10, 1997 (Fluke Press Release).

¹⁶ *Innovative Workplaces for the Future, Hearing before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 50 (1998) (Statement of Paul Rausch, President of Local 9231, United Steel Workers of America, p. 52.

¹⁷ Id. at 51.

¹⁸ Bryan Berry, *Steelmaker of the Year, Inland Steel Redefines Itself*, NEWSTEEL, Aug. 1995.

¹⁹ Id.

²⁰ *Meeting the Needs of the 21st Century Workforce, Hearing before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 25 (1998) (Statement of C. William Pollard, Chairman, ServiceMaster).

-
- ²¹ *Id.* at 26.
- ²² C. William Pollard, *The Soul of the Firm*, 26 (1996).
- ²³ *Meeting the Needs of the 21st Century Workforce, Hearing before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 25 (1998) (Statement of C. William Pollard, Chairman, ServiceMaster).
- ²⁴ *Id.* Mayor Stephen Goldsmith, *Can-Do Unions-Competition Brings Out the Best in Government Workers*, POLICY REVIEW, March/April 1998.
- ²⁵ Mayor Stephen Goldsmith, *Can-Do Unions-Competition Brings Out the Best in Government Workers*, POLICY REVIEW, March/April 1998.
- ²⁶ *Meeting the Needs of the 21st Century Workforce, Hearing Before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 18 (1998) (Statement of Gerald McEntee, International President, AFSCME).
- ²⁷ Since 1992, the City of Indianapolis, Indiana has privatized the wastewater treatment plant and the airport.
- ²⁸ Mayor Stephen Goldsmith, *Can-Do Unions-Competition Brings Out the Best in Government Workers*.
- ²⁹ *Meeting the Needs of the 21st Century Workforce, Hearing Before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 12 (1998) (Statement of Mayor Stephen Goldsmith).
- ³⁰ Mayor Stephen Goldsmith, “Can-Do Unions-Competition Brings Out the Best in Government Workers,” Policy Review, March/April 1998.
- ³¹ *Id.*
- ³² *Id.* At 26.
- ³³ *Id.* at 27.
- ³⁴ *Meeting the Needs of the 21st Century Workforce, Hearing Before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 14 (1998) (Statement of Mayor Stephen Goldsmith).
- ³⁵ *Meeting the Needs of the 21st Century Workforce, Hearing Before the Subcommittee on Oversight and Investigations*, 105th Cong., 2nd Sess. 18 (1998) (Statement of Gerald McEntee, International President, AFSCME).
- ³⁶ Kathy Coronetz, Jim Pitts, KING COUNTY WASTEWATER TREATMENT DIVISION, *Preparing For the Future: A Work Redesign (Re-Engineering) Project at a Regional Wastewater Treatment Plant*.
- ³⁷ KING COUNTY DEPARTMENT OF NATURAL RESOURCES WASTEWATER TREATMENT DIVISION, *Gainsharing Program: A Team Incentive Plan Linking Pay to Business Improvements*, March 1998.
- ³⁸ *Id.*
- ³⁹ Letter from M. Scott Milinski, Employee Relations Director, City of Fort Lauderdale, Florida, to Janice Faiks, Project Director, The American Worker Project 2 (October 22, 1998).
- ⁴⁰ *Florida City Workers Find New Ways of Improving Services*.